

**ASSESSMENT OF BEHAVIOR CHANGE COMMUNICATION
CAPACITY IN THE WEST BANK AND GAZA**

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ACRONYMS AND FOREIGN TERMS

AETV	Al-Quds Educational Television Station
ARI	Acute respiratory infection
BBC	British Broadcasting Corporation
BCC	Behavior change communication
CDD	Control of diarrheal disease
CDPHC	Center for Development in Primary Health Care
CHANGE	Behavior Change Innovation/State-of-the-Art Activity
CHW	Community health worker
DCPH	Department of Community and Public Health, Bir Zeit University
EHP	Expanded Health Project
IEC	Information, education and communication
JMCC	Jerusalem Media and Communication Centre
MEDS	Monitoring, Evaluation and Design Support
MOE	Ministry of Education
MOH	Ministry of Health
NGO	Nongovernmental organization
NIS	New Israeli shekel
PBC	Palestine Broadcasting Corporation
PCBS	Palestinian Central Bureau of Statistics
PFPPA	Palestine Family Planning and Protection Association
PHC	Primary health care
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency
UPMRC	Union of Palestinian Medical Relief Committees
USAID	United States Agency for International Development
USIA	United States Information Agency

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EXECUTIVE SUMMARY

Through the Monitoring, Evaluation and Design Support (MEDS) project, the U.S. Agency for International Development in the West Bank and Gaza engaged a two-person team to assess the capacity for behavior change communication (BCC) activities among Palestinian private, nongovernmental organization (NGO), and public sector institutions. The field assessment was conducted between March 6–17, 2000.

The BCC assessment is one of several studies that support the final design of the USAID Mission's Expanded Health Project (EHP) serving the people of the West Bank and Gaza. The EHP expects to address a number of maternal and child health issues relevant to Palestinians. BCC activities will be incorporated into the EHP as a crosscutting component.

Current Palestinian BCC activities in primary health tend to focus on the traditional information, education, and communication (IEC) approach, using print materials that focus on specific health themes. Training in face-to-face communication skills, including counseling, is incorporated into community health worker and other training programs for personnel serving the primary health care system. The team could not assess the quality of counseling, as sessions and materials are in Arabic.

Geography and politics form an important backdrop to the BCC environment. Palestinians cannot travel easily between the West Bank and Gaza. As a result, Palestinian health institutions often operate parallel systems—one for the West Bank and a second for the Gaza Strip. This situation influences the way that BCC activities will be implemented. Similarly, West Bank and Gaza residents respond to somewhat different media and cultural reference groups. Specifically, West Bank residents receive a lot of information from Jordan while Gaza residents are more closely linked to Egypt. Health materials from either Jordan or Egypt might be adaptable to the West Bank or Gaza.

Generally, strong capacity was found among Palestinian institutions to carry out market research, advertising, promotion, and personal communications training for primary health service personnel. Capacity and experience in quantitative research appears to be especially strong. Some institutions have relevant experience in qualitative market research but may require technical assistance to assure the use of appropriate research techniques and familiarity with health issues. Two major Palestinian advertising firms were identified and their capacities assessed. Both were found to have adequate capacities to serve the EHP, with each firm offering somewhat distinct services.

A dynamic media environment characterized by a large number of private television and radio stations in the West Bank was also present. The Palestinian public relies heavily on electronic media for information. Several sophisticated media centers were identified whose personnel would be well suited to work with journalists and policy makers to help

create a more supportive environment for the EHP's health interventions. The nature and scope of the Palestinian media environment is described in this report, with recommendations about bringing various media-related organizations into partnership with the EHP.

A need for creating normative behavior change among religious leaders, political leaders, and the general public was also identified. Specific opportunities for normative change are outlined in this report. Channels through which the EHP might use BCC to motivate changes in consumer and health service provider behavior were also found. In addition, areas where institutions may require capacity building and/or support from the EHP implementing agency are identified in this report. The report summarizes specific strategic implications for the EHP design and recommendations for implementing BCC within the project.

It was not practical for the team to develop detailed cost parameters for BCC activities. However, certain cost data were available and are included in this report.

I. INTRODUCTION

A. BACKGROUND

The U.S. Agency for International Development (USAID) Mission in the West Bank and Gaza is developing a multiyear Expanded Health Project (EHP). The EHP expects to reach high-risk Palestinian families with balanced and coordinated demand and supply side interventions to increase the use of appropriate reproductive and child health/family planning practices, including:

- key preventive and care-seeking practices,
- delivery of and compliance with appropriate high-quality care, and
- increased use of modern family planning methods.

The USAID Mission anticipates that behavior change communication (BCC) activities will form an important part of the EHP. Accordingly, the Mission requested that an assessment team visit the West Bank and Gaza to conduct a technical assessment of local capacities to undertake a variety of BCC activities.

BCC is expected to form a strong, crosscutting component of the EHP and is likely to operate in the following five ways within the EHP:

- Increase consumer demand for specific health products and services;
- Promote specific health behaviors outside the service delivery system;
- Promote changes in health service provider behavior, especially to improve provider communication skills so that consumers receive consistent, correct, and appropriate behavior change messages at service delivery points;¹
- Promote normative change among policy makers, extended family members, communities, and the general public in order to provide a more supportive environment for maternal and child health and reproductive health interventions; and,
- Support behavior change communication capacity building among local institutions so that skills can be applied to other health and social issues.

The EHP is expected to address a range of reproductive health and maternal and child health issues relevant to the Palestinian population. Accordingly, this assessment provides a broad overview of general capacities rather than specific strategies for

¹ Health service providers include physicians, nurses, nurse-midwives, community health workers, health educators, and pharmacists.

particular health interventions. In general, the BCC strategy will be to direct messages to the target audiences so that messages are communicated clearly and consistently at every possible communications point. Implementing this approach requires that clear, consistent messages be disseminated in appropriate ways, through relevant media, to reach all levels required to optimize the potential for encouraging and sustaining behavior change.

B. PURPOSE

The purpose of the assessment is to provide the USAID Mission with an overview of BCC capacity among Palestinian organizations with respect to the following areas:

- Media outlets and audiences,
- Advertising,
- Print and broadcast materials production,
- Systems for placement of print and broadcast materials,
- Costs of advertising placement, and
- Feasibility of adapting BCC materials from neighboring countries.

Cross-sector linkages were to be identified between the EHP and other USAID/West Bank–Gaza programs, such as democracy and governance and private sector development.

This technical assessment is expected to inform the final design of the EHP. The assessment also suggests specific programmatic steps that may assist the Mission in proceeding with the EHP procurement process.

C. FIELD PROCEDURES

The following activities were conducted between March 1–18, 2000, as outlined in the scope of work established by USAID/West Bank–Gaza:²

- Research and review all relevant background documentation regarding BCC and related topics in the West Bank and Gaza;
- Interview key informants and provide expert critiques on
 - current BCC in primary health care in the West Bank and Gaza;
 - electronic and print media which currently are used by the Ministry of Health, United Nations agencies, other donors and nongovernmental organizations (NGOs) and the private sector;

² See annex A for the list of informants. New research data were also collected; this information was analyzed and is included in this report.

- availability of market research, advertising, production, radio and television stations, costs of placing messages and/or printing, whether free air time is available, and the adaptability of BCC materials from neighboring countries for use in the West Bank and Gaza; and,
- training of primary health care service providers, especially counselors, concerning BCC information given to patients, and provide expert opinion on how it should be improved.

D. TEAM COMPOSITION

The assessment team was comprised of two members: Elizabeth Fox, Ph.D., and Sara Tifft. Dr. Fox's primary area of responsibility for this assessment involved reviewing the structure and composition of print and electronic media infrastructure, systems, institutions, and audiences. Ms. Tifft's primary area of responsibility for this assessment involved reviewing the potential to use social marketing approaches to BCC, especially commercial advertising and promotion to achieve health objectives. She focused her efforts on a review of the West Bank and Gaza capacity for market research, advertising, materials production, and training. (The curriculum vitae of the two team members are included as annex B.) Ms. Tifft acted as the team leader.

II. ASSESSMENT OF WEST BANK–GAZA BEHAVIOR CHANGE COMMUNICATION CAPACITY

A. CURRENT BEHAVIOR CHANGE COMMUNICATION IN PRIMARY HEALTH CARE IN THE WEST BANK AND GAZA

For the most part, BCC in primary health care in the West Bank and Gaza consists of printed material, including posters, pamphlets, and school-based materials mainly targeting mothers and children. BCC materials follow traditional health education approaches and contain attractive illustrations and text. The majority of materials provide some form of information or advice on a desired behavior, such as dental health, prevention of accidents or violence, and nutrition. There was limited use of the electronic media, no coordinated campaign-type multimedia approaches, and little use of private sector marketing approaches for the dissemination of health messages.

The main financial supporters of BCC in primary health care are the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the Palestinian Authority Ministry of Health (MOH), and donor countries, such as the government of Italy's support to an MOH–Ministry of Education (MOE) school health program.

Current Activities

UNFPA

The current UNFPA information, education, and communication (IEC) program will conclude at the end of 2000. A new program, now in the design phase, will cover the next four years with approximately \$1 million for IEC. The new, four-year IEC program will be based on a country population assessment and data from a population survey, to be completed this year.

UNFPA works through the Health Education and Promotion Department of the MOH, providing funds, equipment, and technical assistance. The program has supported higher level advocacy activities targeted to policy makers. Part of the program involves working with journalists through forums, training programs, and field trips. Working with the MOH, UNFPA produced an attractive booklet for Palestinian journalists on reproductive health issues.

UNICEF

UNICEF has an annual budget of about \$60,000 for communications activities. The agency just completed a program cycle and will begin its new program in 2001. UNICEF works with a variety of Palestinian NGOs to carry out communications activities.

UNICEF appears to work more as a partner than a donor, given its limited communications budget. The UNICEF communications officer is a Palestinian with an M.P.H. who was trained in the United States. She has been in the Palestinian territories for over five years and has a wide network of contacts with the Palestinian media and public health community. Her strong skill base and personal involvement in projects appear to be major factors contributing to UNICEF's achievements and credibility in health communication.

In November 1999, UNICEF organized a meeting with Palestinian journalists to review coverage by the Palestinian media of women and children. The Jerusalem Media and Communication Centre (JMCC) prepared a document for the meeting that reviews audience data and content of the Palestinian media on women and children.³ UNICEF works with Al-Quds University and the Palestinian Broadcasting Corporation (PBC) to develop television spots on women and children that are broadcast free of charge.

Under its education program, UNICEF is in the fourth year of a school health pilot program that now reaches 90 schools (representing 9 percent of all West Bank–Gaza schools), targeting grades 1–6. The content covers life skills, including negotiating skills, violence, accidents, nutrition, and hygiene behaviors. The Turner Foundation is providing funding to UNICEF for a program on smoking.

UNICEF stressed the need for training journalists and health communicators, including strengthening local training institutes in the universities. UNICEF suggested that such activities include sending Palestinians abroad for course work and funding for maintenance of equipment.

Directorate of Health Promotion and Education

The Directorate of Health Promotion and Education of the Palestine Authority MOH directs the development and production of health educational materials coming from the MOH. Most of these materials are printed. The directorate is the main recipient of UNFPA's IEC funding.

The directorate coordinates the National Committee for Health Promotion and Education. This committee includes the Ministry of Health, the Palestinian Red Crescent Society, the Union of Palestinian Medical Relief Committees (UPMRC), the Union of Health Work Committees, the United Nations Relief and Works Agency (UNRWA), the Palestinian Family Planning and Protection Association (PFPPA), and the communication institutes at Bir Zeit and Al-Quds universities. The committee monitors the publication of health educational materials at a national level, promotes the exchange of experiences, and coordinates programs related to health promotion and education at the community and national levels and with other organizations.

³ UNICEF has worked with the United States Information Agency (USIA) and the Department of State on media and violence against women.

The directorate supervises the activities of the MOH's health educators. There are 11 health educators in the West Bank and 9 in Gaza. Each health educator is attached to an MOH primary health clinic. The directorate worked with the PBC to produce and broadcast a series of radio programs on health. The local radio stations in Ramallah and Nablus rebroadcast these programs.

With respect to interpersonal communication skills, especially for health educators, the directorate reported having sponsored a counseling course given in 1998 on the control of diarrheal diseases and acute respiratory infections.

UPMRC

UPMRC has a training center for community health workers (CHWs) and other health service providers. The school has been in operation for 11 years. It trains about 25 CHWs annually in a two-year course and has trained 165 in total. All students are women who are selected from the community, often by the community itself or by NGOs in the community. The students may come from the NGO, public, or private sectors. Most students return to work in community-based clinics of some kind.

The MOH and the MOE recognize the UPMRC community health worker course. It consists of five modules: nursing and management, disease treatment and prevention, women's and children's health, community work and health education and the community, and target groups such as schools and the elderly. Modules also include English and Arabic training and general skills. The course has a strong emphasis on counseling and interpersonal skills, including interpersonal communication, such as role playing and theater.

The UPMRC training center also offers a 3-month primary health care (PHC) course for recently graduated physicians. UPMRC reports that this course has essentially become a government requirement for graduating physicians, as it familiarizes them with the practicalities of providing primary health care services in Palestinian communities. The school periodically has special courses for nurses, pharmacists, and health educators. The UPMRC training center also conducts continuing education for other categories of health personnel, which includes training on communication skills and counseling and training for health educators. The UPMRC's system provided direct service to approximately 800,000 Palestinians in 1999.

Most UPMRC communications materials are printed pamphlets and material for use in schools. The training center has a new videotape production unit with digital cameras and an AVID editing suite. In the past, the school has worked with the PBC. The UPMRC training center also works with the Bir Zeit University Media Institute and the Department of Community and Public Health. Last year, the UPMRC training center won the United Nations Educational, Scientific and Cultural Organization (UNESCO) award for adult education.

B. MEDIA ENVIRONMENT

Electronic and Print Media

Private ownership of newspapers, television, and radio stations became possible in Palestine under the autonomous Palestinian Authority. The Palestinian Authority is responsible for the media in the West Bank and Gaza. The Palestinian media in Jerusalem remain under Israeli jurisdiction. The Palestine basic law establishes the right to publish newspapers and gather all forms of information, and prohibits censorship. The Palestinian press law, issued in Gaza on June 25, 1995, provides for freedom of expression and of the press. Under the Oslo Agreements, the Palestinian Authority does not have ownership of the radio frequency spectrum and, therefore, cannot award broadcasting licenses. The Palestinian Ministry of Information gives out temporary licenses for radio and television outlets, which are renewable yearly. As a result of this transitory situation, the Palestinian Authority has not enacted a broadcasting law.

Presently, there are three daily newspapers (*Al-Ayyam* and *Al-Hayat Al-Jadida* in the West Bank, and *Al-Quds* in Jerusalem) and two weekly newspapers (*Al-Risalah* and *Al-Esteqlal* in Gaza), 27 private television channels, and 7 private radio stations. (See annex C). Circulation figures are not reliable, although the largest paper, *Al-Quds*, claims a circulation of about 15,000 and readership of more than 5 people per copy.

The private radio and television stations are commercial, with the exception of the Al-Quds Educational Television Station in Ramallah and the religious Quran radio station in Nablus. A nationwide public broadcasting system, the Palestine Broadcasting Corporation (PBC), has a television and radio station.

The 27 private television channels and 7 private radio stations all are located in the West Bank. The only local broadcast media in Gaza are PBC radio and television.

The Palestinian Authority heavily subsidizes Palestinian newspapers either directly or indirectly. The content is highly politicized, with limited attention to local social or development issues. The private broadcasting outlets are independent, but reportedly operate with a limited level of professional development. About half the content of local commercial television is pirated from satellite channels; the balance is locally produced talk shows.

Informants report that the local television stations sometimes broadcast programs on social issues. For example, Ramallah Television recently ran a controversial 8-part series on the sexual harassment of women. Private radio and television stations generally do not have the technical capacity to produce programming on educational or social issues, but are willing to run programs of this nature if resources or programs are available.

Private radio and television stations occasionally broadcast programming for women. Radio Amwaj, for example, has two programs for women. One such program runs 5

days a week for 30 minutes and another is a weekly program focusing on issues such as early marriage and employment. Most programming is done with collaboration and funding from women's NGOs. The PBC radio station occasionally produces and broadcasts programs on health and other social issues in collaboration with the Health Education Directorate of the MOH.

Journalist Training

The Media Institute at Bir Zeit University was originally established in 1996 as the university's Media Centre. It became the Media Institute in 1999 and includes six programs:

1. **Training and rehabilitation of Palestinian journalists:** The Media Resource Unit, which was established and financed by USAID through the USIA, offers short-term training for working journalists. Content includes basic journalist skills and specific subject areas, such as investigative reporting and computer-based reporting. The unit has received funding from the Swedish International Development Agency for training journalists for advocacy on children's issues. It also has received funding from German and Finnish donors.
2. **Radio training:** This is a one-year training program for working radio journalists. Areas of study include drama, producing children's programming (which includes working directly with children), and working with NGOs to increase public access of women's NGOs to radio. The Media Institute has its own radio station that is on the air 4 hours a day to an area around Bir Zeit. A Palestinian who formerly directed the British Broadcasting Corporation (BBC) World Service (Arab service) operates the radio training programming. A German foundation and Finnish donors fund the program.
3. **Print journalism:** This part of the institute includes short- and long-term courses. Students produce a monthly newspaper that is distributed as an insert in Palestinian newspapers.
4. **Music, recording and sound engineering:** The institute has production studios for radio, music, and drama that it sometimes rents out to local producers.
5. **Bachelor's degree program in communications:** The program has 120 students and has graduated three classes. The program works closely with the University of Missouri Journalism School and has been supported by USAID and USIA.
6. **TV production:** A television production program is still under development. Reportedly, the institute has procured equipment but is awaiting Israeli customs clearance in order to set up studios.

The institute is interested in practical training for journalists in health reporting and other health formats.

Audience Estimates and Preferences for Media Outlets

The Palestinian audience for electronic and print media is divided into two distinct segments: one in the Gaza Strip and the other in the West Bank and Jerusalem. While foreign media (including non-Palestinian Arab media) feature prominently in Gaza and the West Bank/Jerusalem, the two areas are affected differently by this phenomenon as a result of their location and local media environments.

The majority of Palestinian households can be reached by and rely heavily on electronic media. About 90 percent of Palestinian households have a television set and almost all have at least one radio receiver, according to 1998 data from the Palestinian Central Bureau of Statistics (PCBS). There are no data to indicate the exact size of the audiences for local television and radio stations, programs, or time slots in the West Bank and Gaza. Private satellite dish ownership is widespread, allowing access to a plethora of foreign satellite channels.

The Jerusalem Media and Communications Centre (JMCC) published a report on Palestinian media habits in November 1999. A random sample of 1,200 people over the age of 18 was interviewed face-to-face throughout the West Bank and Gaza Strip on October 21–22, 1999.⁴ No survey data were found for media habits among adolescents under 18, although some informants mentioned higher radio listening among adolescents for certain stations with predominantly music programming. Unless otherwise noted, the following audience information is taken from the JMCC poll:

- **Most Palestinians (68.8 percent) obtain their news from the electronic media.**
- **Local radio and Arabic satellite channels are the leading sources of information.** Local radio stations are the first source of information for slightly over a third of the respondents. Arabic satellite broadcast news follows as the first source for slightly under a third of the respondents.
- **Interpersonal communications is a prime source of information for 17.1 percent.**
- **Only 14 percent rely on newspapers as their primary source of information.**
- **Significant differences in media use exist between the West Bank and Gaza.** Interpersonal communication is the first source of information for almost one fourth of the residents of Gaza (23.5 percent), yet it is the first

⁴ Sample distribution: 57.2 percent of respondents from the West Bank, 6.3 percent from Jerusalem, 36.5 percent from the Gaza Strip, 47.2 percent male, and 52.5 percent female.

source for only 13.3 percent of the residents of the West Bank. Local radio, on the other hand, is much more important for residents of the West Bank (43.1 percent) as it is for residents of Gaza (26.5 percent), reflecting the West Bank's richer local media environment.

- **Television viewing preferences differ between West Bank and Gaza residents.** More than a third of Palestinians consider Al-Jazeera, an Arabic television channel based in Qatar,⁵ to be the most independent and trustworthy station. While Al-Jazeera ranks high among both groups of Palestinians, almost twice as many Gazans (30.8 percent) rely on Palestine television (PBC) than do West Bank residents (16.2 percent). Jordanian television, which is the West Bank's second most watched television channel, is not among the Gaza top three programs. In turn, Egyptian television, which Gazans name as their third most watched station, does not feature prominently with West Bank residents. Palestine television is trusted most by 18.1 percent of the respondents, making it the second most trusted channel in the region. Israeli television is considered about as trustworthy as Jordanian television (both about 7 percent), despite considerably lower viewing of Israeli television.
- **Most television viewing is in the evening.** Data from an earlier study (August 1998) found that most television viewing was in the evening between 6 and 9 p.m. Less than 5 percent of those interviewed watch television in the morning or afternoon.
- **Local radio audiences are difficult to measure.** Although it is the main source of information, radio is predominantly a local medium. Only a few stations can be heard throughout the West Bank. Audience measurement, therefore, is difficult and expensive. Among nationwide radio stations, Israeli radio stations are the most listened to programs among the surveyed Palestinians (24 percent), followed by PBC radio (21.6 percent).
- **Most radio listening is in the morning.** West Bank residents are more likely than Gazans to listen to the radio in the morning (37.9 percent versus 22.8 percent). In Gaza, radio listening is highest in the evening (28 percent) and almost as high during lunchtime as it is in the morning (28 percent and 21.4 percent, respectively).
- **Men and women have different listening preferences.** A 1997 survey by Sky Advertising showed different radio station preferences for men and

⁵ "Al-Jazeera broadcasts information free of state control, in contrast to the situation in most Muslim states. Al-Jazeera, founded in 1996, is the first such television channel in the Muslim world. Its editorial freedom has turned it into the most popular source of objective information in the Arab world. The channel has tackled many subjects regarded as taboo in Muslim societies, including the lack of democracy, transparency and accountability in the Arab world and the corruption in many Arab regimes. Some of these regimes have tried to ban Al-Jazeera, but so far without success." Amin Saikal, "Signs of Modern Muslim Politics," *International Herald Tribune*, p. 8, March 7, 2000.

women. Four out of five women and only one out of five men preferred educational programs. Women showed greater preference than men did for religious, cultural, scientific, and historical programming. Most men preferred listening to sports and news.

- **Audiences think that Palestinian media should be more open to social and nonpolitical topics.** Two thirds of the Palestinians surveyed think that the media should devote more time to coverage of nonpolitical and social issues. According to the survey, Palestinians are concerned with the lack of coverage of events and topics on segments of society, such as women and children.⁶

Data were assessed from a survey of Jordanian media use and audience preferences as an additional reference to the West Bank audience. Relevant conclusions are summarized in annex D.

C. ADVERTISING CAPACITY

Advertising capacity in the West Bank and Gaza was assessed with respect to the following activities:

- Strategy development using client information and market research;
- Creative development, including messages, slogans, logos, campaigns, scripts, storyboards, and graphics;
- Materials production, including oversight of all types of print production, videotape and audiotape production, and promotions/events management; and,
- Media management, including the development of media plans, media placement, management, and monitoring.

Two Palestinian advertising agencies, which were identified as the only full-service Palestinian advertising agencies currently operating in the West Bank–Gaza, were contacted. Both agencies are located in the Ramallah area. Other firms indicating that they operate as advertising agencies are, in fact, smaller firms that provide graphics, design, or printing services. The process that UNICEF follows to develop and produce communications materials as an alternative to using full-service advertising agencies was also identified.

The two full-service agencies offer strategy development, creative materials development (script writing, graphics), and media placement and management. One of the two agencies appears to be larger, with a broader line of services and more overall capacity,

⁶ Some years ago, Al-Quds University Institute of Modern Media, Israeli Educational Television, and the Children's Television Workshop created a version of Sesame Street (Shara's Simsin) for Palestinian children.

than the second agency. This conclusion is based on the number of staff, client experience, and a review of samples of print and videotaped materials from each agency.

In addition to the services listed above, the larger of the two agencies also provides events and exhibitions services, product promotions (sampling, testing), direct control of 1,200 outdoor advertising sites, and inhouse videotape and radio production.

The larger agency is a Palestinian office of an Egyptian advertising agency. The second agency is a Palestinian office of a Jordanian firm that is affiliated with McCann–Erickson International. It is not possible to compare the two agencies in terms of cost. The costs of strategy development, creative design work, and materials/services production vary widely, depending on the project. Both agencies charge a 15 percent fee on all services, including inhouse personnel time, contracted services such as printing, and media placement.

The agencies provided consistent information concerning local media costs. Apparently, the private Palestinian broadcast stations do not have the custom of accepting payment for spots at a fixed price and then returning a commission to the advertising agency that places the spots. In the West Bank and Gaza, advertisers pay the above-mentioned 15 percent fee on top of the per-spot price in place of the commission normally paid by the media outlet to the advertising agency.

Both agencies have an adequate number of staff members in each of the relevant departments for their core services. The larger agency has an exclusive agreement with the PBC for placement of television spots; any advertiser must go through this agency to place advertisements on PBC television.

Strategy Development

Both agencies have creative departments that work with account executives and clients to systematically develop marketing strategies that include a variety of advertising (communications) activities that reflect the marketing strategy.

One agency provided several examples of integrated strategies that included slogans and logos, as well as print, outdoor, and electronic advertising. The other agency showed examples of materials that appeared to be primarily focused on print production. This agency showed examples of work undertaken for a United Nations agency concerning education for women. This suggests that the agency has some prior experience managing communications materials development and production for social issues.

As an alternative to using an advertising agency for strategy development and materials production, UNICEF West Bank/Gaza uses individual technical experts, community representatives, and graphic artists/designers to develop messages and materials. A Palestinian health communications expert who is employed by UNICEF guides the process. UNICEF contracts with a television or radio producer associated with Al-Quds or Bir Zeit University to produce audiovisual materials and with local printers for print production.

Materials/Promotions Development and Production

Both full-service agencies have the capacity to develop advertising and communications materials. The agencies have graphic artists, copywriters, and scriptwriters on staff. The larger of the two agencies appears to be more strategic in its approach, offering more discussion of using research and client briefs to develop materials. The agency provided examples of integrated campaigns that include slogans, logos, public relations, community events, and electronic and print media. The smaller agency showed the assessment team examples of projects that emphasize the artistic and design side of materials development rather than materials produced for integrated campaigns.

Both agencies rely on outside printers for print materials production. The type of printing and quality required determines the cost, as there is a wide range of print houses operating in the West Bank. The agency is tasked with recommending the most appropriate printing company for any particular job and supervising the printers. The agency is also responsible for the results and is accountable to the client.

The smaller of the two agencies uses outside studios for television and radio production, while the larger agency has its own television/radio production studio. This may give the larger agency more control over production scheduling and planning. It may not necessarily provide any cost advantages to the client.

With respect to nonagency approaches to materials production, the Bir Zeit University Media Institute has a radio production studio and the Al-Quds University Institute for Modern Media has a television production studio. Both facilities can be contracted by outside organizations. UNICEF uses the Al-Quds facility to produce its videotape and television materials at a relatively low cost; its technical staff works closely and constantly with Al-Quds on this production.

A slightly different approach to print materials production is to work directly with the designers who manage printing. As one example, a private design firm in Ramallah was contacted. The design firm has a team of graphic artists who develop designs and images for logos, brochures, catalogues, stickers, T-shirts, posters, banners, and other visual materials. They have a photographic archive that is used as a source of photographic images. They also complete layouts and graphics for textual materials, such as newsletters, brochures, and fliers. In addition to graphic design, the firm specializes in managing print production for its clients. The firm's managing director believes that clients get better service when working through them than they would if they were to work directly with a printer. The firm has more than 10 years experience in the field and presumably knows the capabilities and quality of the various print houses.

Media Planning, Placement, Management, and Monitoring

Both full-service advertising agencies handle print and electronic media planning, placement, and management for their clients. Each firm has a media department that creates media plans and supervises and monitors placement. As mentioned earlier, the larger agency has proprietary control of 1,200 billboard spaces, whereas the smaller agency must contract outside firms for billboards. Also as noted, the larger agency has the exclusive contract to place television advertising on the PBC television channel.

Apparently, there are no independent media monitoring agencies operating in the West Bank or Gaza. Neither advertising agency has the extensive ability to monitor placement so that they can assure that the client's spots/advertisements are broadcast/printed at the agreed-upon days and/or times. The smaller agency specifically indicated that it monitors placement by comparing plans with placement reports provided by the television and radio stations. This firm also reported that it has personnel who conduct periodic spot checks of the television and radio stations to assure that spots are broadcast.

As noted, the larger agency has inhouse capacity for and experience in implementing promotional and public relations events. This capacity is another form of media placement and management.

D. AVAILABILITY OF MARKET RESEARCH

For this type of project, market research is broadly defined to include research that ranges from social science research to standard product and service market research.

Four Palestinian organizations capable of carrying out market research were contacted during this assessment: an NGO, a university department, one private research company, and a private marketing consultant. (The team was advised of two other private commercial research companies, but could not contact them in time to conduct personal interviews for this report [see annex E for the list of additional research organizations]). In addition, the two full-service advertising agencies interviewed indicated that they have inhouse capacity to conduct qualitative research. One of the two agencies has also conducted large quantitative surveys in the past.

The four research organizations and two advertising agencies contacted claim to be able to conduct qualitative research. Much of this experience appears to be related to commercial products, for example, consumer panels concerning a specific product. The larger private research organization has conducted some noncommercial qualitative studies concerning attitudes toward and perceptions of municipal services.

The Bir Zeit University Department of Community and Public Health (DCPH) has the capacity to carry out qualitative and quantitative research and is especially strong on health, social, and women's issues. The DCPH appears to have the capacity for indepth analysis of existing studies, including literature reviews, which may offer useful background for the development of specific health campaigns and messages. The DCPH also appears capable of conducting high-quality re-analyses of existing quantitative

studies on health and women's issues, following parameters established by the client, if data sets are available.

The DCPH has the capacity to conduct new quantitative surveys. The DCPH currently has a survey of 2,254 West Bank and Gaza households underway, covering demographics, family structure, labor, lending and borrowing, and the financial burdens and benefits of having children. To conduct this study, the DCPH uses an inhouse research unit that develops questionnaires and codes responses. The DCPH employs women in the villages around Bir Zeit to code and has a cadre of field researchers and supervisors available, as needed.

The Jerusalem Media and Communications Centre (JMCC) is an NGO based in East Jerusalem. JMCC started more than 10 years ago and primarily focused on providing objective information to journalists about the Israeli–Palestinian situation. It also provides services to foreign journalists and press bureaus, such as translations and background documents.

JMCC has survey research capacity originally built on public opinion polling about political issues. The organization received funding from the Ford Foundation and several German foundations for some of its largest polls, especially those concerning the Palestinian media and Palestinian consumer preferences about the media. Most recently, JMCC conducted a study for UNICEF concerning media channels for women and children's issues in the West Bank and Gaza. This study was conducted largely using existing databases developed by JMCC from its earlier polls.

JMCC recently started conducting additional commercial market research as a way to use its core capacity to generate independent sources of revenue. The organization was commissioned by Gallup International/Israel to conduct new product research for Coca-Cola in the West Bank and Gaza. JMCC developed the questionnaire and hired 120 interviewers in the West Bank and Gaza to conduct the interviews. JMCC has experienced interviewers available in each region and city who work on an as-needed basis. There is one supervisor for each region and one in the main office in East Jerusalem. JMCC inhouse staff will complete data coding and basic analysis using SPSS. When conducting quantitative studies, such as the one for Coca-Cola, JMCC relies on a pre-established sampling frame that it developed through its public opinion polling work. JMCC can also conduct focus group research and pretesting. The organization did not provide specific examples of such work.

Al Massar is a private commercial company that conducts market research, develops investment strategies for international clients, provides project management services, and provides general business and financial consulting services. The company has worked with other USAID projects in the West Bank and Gaza, including a microenterprise finance project. The firm has a staff that includes several U.S.–trained individuals with M.B.A.s who specialize in marketing and at least one person with expertise in statistical analysis. Al Massar can develop questionnaires, recruit and supervise field interviewers,

and code/analyze survey data. The firm appears to have significant capacity to conduct professional, systematic quantitative and qualitative studies.

New Vision is a small market research consulting practice with experience in market assessments. The firm recently completed a major retail audit for Coca-Cola, which required fielding a large team of researchers to visit all retail outlets in the West Bank and Gaza.

The two advertising agencies interviewed both indicated that they have the inhouse capacity to conduct small-scale qualitative studies, such as focus groups, intercept studies, and consumer panels. Their experience is primarily with commercial consumer products and services. Both agencies usually subcontract with outside organizations for major quantitative consumer surveys. Generally, the two agencies rely on existing studies for information on the media and consumer media habits. Both have worked with the JMCC. The larger of the two agencies conducted a proprietary media survey in 1997. The company may update the 1997 survey if enough clients buy into it. This agency also reports that they conduct smaller scale telephone surveys concerning media use, product preferences, and consumer purchasing habits, specifically for current clients.

E. COSTS AND AVAILABILITY OF FREE AIR TIME

The assessment team attempted to collect information concerning costs of the various aspects of behavior change communication activities. Generally, it was found that many relevant cost parameters depend on the exact nature of the project and the materials required for any particular communications campaign. Some illustrative indicators of cost for research, production, and print advertising placement were gathered. These cost parameters are shown in annex F.

Currently, rates for the placement of commercial advertising on private radio and television stations are very low; local television charges between US \$8–20 for a 30-second spot, and local radio charges US \$4–15 for a 30-second spot. PBC television charges US \$220–330 for a 30-second spot. Reliable audience figures are not available for private broadcasters. Because the local television and radio stations have no audience data, clients cannot readily target the placement of spots and programs. The same lack of data means that the stations cannot justify higher media rates.

UNICEF and some NGOs have been able to place materials free of charge on local radio and television stations and, in the case of the MOH, on the PBC. This free air time is mainly the result of personal contacts with the media owners, in the case of the private stations. In the case of the Al-Quds Educational Television Station, this relationship with UNICEF is more institutionalized. In the opinion of the UNICEF communications officer, a larger project with significant outside funding probably would be seen as a source of revenue and charged something for local placement, again depending on personal relationships and links with NGOs.

F. ADAPTABILITY OF BEHAVIOR CHANGE COMMUNICATION MATERIALS FROM NEIGHBORING COUNTRIES

An important aspect of materials production for this project involves the potential to use materials already developed for similar health projects in Jordan (for the West Bank) and Egypt (for Gaza). The informants interviewed indicated that Jordanian or Egyptian images, materials, and language would probably be very acceptable to Palestinian audiences. Residents of the West Bank already view Jordanian television and Gaza residents view Egyptian television.⁷ They may already have exposure to the health communications campaigns in the respective countries.

G. TRAINING OF PRIMARY HEALTH CARE SERVICE PROVIDERS CONCERNING BEHAVIOR CHANGE COMMUNICATION SKILLS

As noted above, interpersonal communication is the first source of information for almost one fourth of the residents of Gaza (23.5 percent), and for 13.3 percent of the residents of the West Bank.⁸ These data do not include information on the health provider as a specific source of information. Effective BCC activities will take full advantage of these findings and work to use interpersonal channels to further disseminate BCC messages in an integrated and consistent manner.

The Directorate of Health Promotion and Education within the MOH focuses more on health education and production of print materials than on counseling and interpersonal communication training. As noted, the directorate sponsored a 1998 counseling course for health educators on the control of diarrheal disease (CDD) and acute respiratory infection (ARI).

The training approach and materials used by the Union of Palestinian Medical Relief Committees (UPMRC) appear to integrate training in counseling skills throughout all training materials and to all levels of health providers. The UPMRC's stated philosophy is to create harmony among all providers throughout the health system—physicians, nurses, community health workers, pharmacists—by providing training that is consistent in its technical content as well as uniform in integrating communication skills to providers at all levels of the health care system.

The UPMRC indicated that training in interpersonal communication and counseling skills is incorporated into each of the five modules for the community health worker training program. Community health worker training has been ongoing for 10 years and has graduated 165 people. The trainees come from the communities where UPMRC has facilities, as well as from government and NGO health centers. Increasingly, UPMRC trains health workers from outside its own system. Many of the graduates are placed in

⁷ Jerusalem Media and Communications Centre, 1999, op. cit. Note that this survey suggests that Palestinians may not put a high degree of trust in Jordanian or Egyptian television stations. Such a lack of trust might negatively influence the viewer's perceptions of the health materials broadcast from either country.

⁸ Jerusalem Media and Communication Centre, 1998, op. cit.

UPMRC clinics, but graduates also work for the MOH and other NGOs. The community health workers receive inservice training and refresher courses that include communications training.

The UPMRC recently initiated a 3-month primary health care (PHC) training course for recently graduated medical doctors. UPMRC reports that most physicians attend this course because there are limited job opportunities for recent graduates. They take the course following their required one-year internships. The PHC course places these physicians, who come from a variety of medical training institutions, on common ground with respect to working realities in Palestine. The physicians are paid by UPMRC to attend the course; funds come from European NGOs. Training content includes interpersonal and counseling skills.

The UPMRC also conducts periodic courses for laboratory technicians, pharmacists, and nurses, and inservice training for physicians.

The UPMRC system apparently covers a large percentage of the Palestinian population. UPMRC's 1999 reports indicate that 800,000 people in the West Bank and Gaza were direct beneficiaries of UPMRC services. This covers its clinics, hospitals, and outreach programs. Presumably, the catchment areas for the UPMRC facilities cover an even larger population.

Another primary health training organization operating in the West Bank is the Center for Development in Primary Health Care (CDPHC). The assessment team was unable to meet with representatives from CDPHC. However, various informants indicated that the CDPHC has the capacity to provide training for primary health care service providers, including an emphasis in counseling and interpersonal communication skills.

It was not possible to evaluate the quality of training in counseling and interpersonal communications because the training courses and the curricula are in Arabic.

III. STRATEGIC IMPLICATIONS AND RECOMMENDATIONS

Based on the preceding assessment of current BCC capacity, a number of strategic implications for the West Bank–Gaza EHP were identified. These implications, as well as recommendations for the implementation of the EHP, are summarized below.

A. MEDIA ENVIRONMENT AND AUDIENCES

- The BCC component of the EHP should work with local radio and television in the West Bank and PBC radio/television in Gaza. Costs are relatively low and penetration is high, so the investment is likely to pay off with appropriate messages.
- The EHP should increase radio and TV programming to target men.
- The EHP should work with print journalists and editors to reach policymakers and religious leaders. This will promote normative change and support and sustain specific health behavior change.
- Informants indicate that radio is widely listened to by adolescents. This anecdotal information should be verified through research in order to determine the optimal channels for targeting messages to youth.

Opportunities exist for print and broadcast journalist training and for television and radio production training on behavior change formats, such as entertainment format. Here, south-to-south capacity can be applied (i.e., Soul City in South Africa and other USAID–supported maternal and child health projects in Arab nations). Annex G contains a proposed scope of work to develop mechanisms to identify, distribute, adopt, and produce entertainment programming for health and nutrition for the West Bank and Gaza.

B. ADVERTISING AND MATERIALS PRODUCTION AND PLACEMENT

- Capacity exists among private sector Palestinian advertising and marketing firms. The two full-service agencies contacted for this assessment appear to have reasonable capacity to provide appropriate services to the EHP. The project should assess both agencies more thoroughly at the time of project implementation by requiring them to respond to a carefully developed, detailed scope of work that focuses on relevant capacities for particular health behavior change campaigns and activities.
- The EHP will have to work closely with the selected advertising agency to develop strategies, including key messages, materials, and media, as neither

company has extensive experience working with health and other social issues.

- The close collaboration between the EHP and the agency(ies) will increase and improve local capacity to undertake social marketing and social advertising for a variety of issues in the future.
- Two possible approaches to the production of printed and audiovisual materials were identified: hire an advertising agency to manage all production, for a fee, or contract directly for the specific services (i.e., print houses, television studios, radio studios). The EHP may wish to evaluate the costs and benefits of each approach. However, working through a full-service advertising agency, especially given the apparent capacities of the West Bank agencies, will reduce the project's oversight and management responsibilities. For example, given the large number of printers in the West Bank, it will be important to have a strong local counterpart, such as an advertising agency, that knows each print house and its capacities.
- The EHP should further examine the availability of media monitoring services in the West Bank and Gaza.

C. MARKET RESEARCH

- There appears to be strong local capacity to conduct quantitative studies and the Palestinian public is accustomed to polling. Sampling frames exist as well as organizations with the ability to develop questionnaires, undertake data coding, and analyze data.
- There are already a large number of existing studies and data sets concerning Palestinians. The EHP should conduct a thorough review of available research and determine to what extent re-analysis of existing data sets might provide answers to some key questions concerning the various BCC campaigns and activities. This approach would allow the EHP to probe specific questions without incurring the time and expense of conducting new survey research.
- Several research gaps were identified in relation to primary health care and behavior change communication, including the following:
 - The role of men and the dynamics of decision-making for preventive and care-seeking behaviors within the couple and extended family. Most of the formative research available focuses on women rather than on couples or on men.
 - Media habits and preferences by gender, age, channel, and program. A scope of work for such a study is included in annex H. This survey should

include specific questions to determine whether or not West Bank–Gaza residents have seen or heard any of the birth spacing, postpartum care, and other USAID–funded health communications programming from Jordan and/or Egypt. The survey should also attempt to determine any influence these broadcasts from Jordan/Egypt may have had on West Bank and Gaza residents.

- A household production of health study may help determine the financial and nonfinancial costs and benefits of specific health behaviors to Palestinian families.
- Identification and understanding of systems determinants of health behavior (e.g., access to services, prices, availability of contraceptives and other commodities).
- Reasons why Palestinian women use traditional contraceptive methods rather than modern methods.
- Observation/evaluation of CHWs and other outreach/education personnel and their impact on behavior change.
- Qualitative research among providers (public, private, NGO) regarding their attitudes and knowledge about family planning and other women’s health issues. This research would identify exactly what is required to give health service providers motivation to provide methods and services, including technical updates and continuing medical education.

D. ADAPTING MATERIALS FROM NEIGHBORING COUNTRIES

- The EHP should evaluate the appropriateness of Jordanian and Egyptian materials systematically before such materials are adapted and introduced in the West Bank and Gaza. The Jordanian and Egyptian affiliations of the two West Bank advertising agencies identified in the assessment may facilitate the work of adapting and introducing such materials.
- The adaptation process should include the following steps, in the following order:
 1. Determine the strategies and messages for the West Bank and Gaza BCC activities.
 2. Understand and review the Jordanian and Egyptian strategies and messages and the specific materials that reflect these strategies and messages.

3. Collect and review relevant strategies, messages, and materials from the two neighboring countries, including training materials used for health providers, as well as print and audiovisual materials.
4. If the messages appear to be consistent and the materials appropriate to the West Bank–Gaza BCC strategy, pretest the Jordanian or Egyptian materials among West Bank–Gaza audiences to determine the adaptations required to introduce the materials.
5. Work with Palestinian firms—advertising agencies, designers, printers, and radio/television producers—to make the required changes and produce the materials.

E. TRAINING PRIMARY HEALTH CARE SERVICE PROVIDERS

- The UPMRC’s stated approach to training health care providers, especially community health workers, appears to be consistent with the recommended approach to BCC as a crosscutting activity in the EHP. The UPMRC should be considered a strong partner in achieving the project’s objectives with respect to service delivery as well as integrated BCC in provider behavior change.
- The interpersonal communications health service training capacity of the CDPHC should also be reviewed in depth. This organization may also be a strong potential partner in the EHP.
- The assessment team had neither the mandate nor the resources to review the potential for assessing Palestinian school health programs and the potential for the EHP to link with them. School health systems and program content should be identified and assessed so that the EHP can make appropriate linkages with such programs.

F. CROSS-SECTOR LINKAGES

- Several of the organizations contacted work currently or had previously worked with other USAID/West Bank–Gaza programs. The nature and extent of these linkages, especially with the democracy and governance and private enterprise development programs, should be further evaluated to assure that the BCC component of the EHP leverages the breadth of USAID’s experience among West Bank–Gaza institutions.

IV. CONCLUSIONS

There appears to be ample capacity to undertake a variety of BCC activities in the West Bank and Gaza. Private and NGO institutions have good capacity with respect to quantitative market research. Several organizations are also capable of conducting qualitative research, providing they are offered appropriate guidance from the EHP. There are at least two full-service advertising agencies currently operating that can offer strategic development, messages, and materials development and production. The dynamic nature of the electronic and print media markets is documented and areas for further capacity building are specifically identified.

The information presented in this report is expected to refine the final design of the EHP and offer a beginning plan for an implementing agency with regard to BCC as a crosscutting aspect of the EHP. Behavior change communication—using all forms of mass media as well as interpersonal communications—should be strongly woven into the EHP in order to maximize the effectiveness of the proposed health interventions.

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ANNEX A

PERSONS INTERVIEWED, MARCH 6–16, 2000

PERSONS INTERVIEWED, MARCH 6–16, 2000

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Danny Rubenstein, Journalist, Ha'Aretz, Israeli covering Palestine, Tel: 6527 930

Daoud Kuttub, Director, Al-Quds Educational TV, Al-Quds University, College of Health Professions Bldg, P.O. Box 3523 El-Bireh, Palestine, Tel: 972 2 295 9274, Fax: 972 2 295 9275, dkuttub@amin.org

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Lubna Sawalha Sadler, Deputy Director, Health Promotion and Education, Ministry of Health, P.O. Box 1993, Ramallah, Palestine, Tel: 09 2384862

Lubna Ghanayem, Public Relations Manager, Al Nasher Advertising Agency, P.O. Box 3734 Al Bireh, Tel: 972 2 2961070, alnasher@p-ol.com

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Malek Qutteina, M.D., M.P.H., Coordinator of Health Education, School of Community Health, Union of Palestinian Medical Relief Committees, Ramallah, Tel: 02 583-3501

Aida Ayesh, Coordinator of Community Health Workers, Union of Palestinian Medical Relief Committees, Ramallah, Tel: 02-240-1462

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ANNEX B

CURRICULUM VITAE, ASSESSMENT TEAM

(CURRENTLY WITH USAID)

ELIZABETH FOX Ph.D.

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HIGHLIGHTS OF QUALIFICATIONS

Extensive management experience in development communications and behavior change projects in Latin America, Europe, and the United States and an internationally recognized track record of publications and achievements in the field. Directed international aid programs, designed, and conducted multi-country development research, managed an office of strategic planning for a U.S. Government agency, and headed up interagency teams and prepared congressional testimony. Written numerous professional books, articles, manuals, and studies on development, communications, and health promotion.

INTERNATIONAL RESEARCH EXPERIENCE

Managed African, Latin American and Caribbean media and audience research at the Office of Research of the United States Information Agency. Led strategic planning teams for international broadcasting assessment in Eastern Europe and Latin America at the Office of Strategic Planning of the Bureau of Broadcasting. Directed strategic planning team to design global performance measures for the Bureau of Broadcasting. Nominee for vice-president of the International Association for Mass Communication Research (Elections July 1996). Editorial Board, Journal of Communication.

DEVELOPMENT EXPERIENCE

Directed the Social Sciences Division of the International Development Research Centre for Latin America and the Caribbean. Designed and managed a mixed portfolio of activities with governments, universities and NGO's, including a large program of institutional support for the Southern Cone. Managed a seven-country study of communication policy in Latin America for the Volkswagen Foundation, and directed UNESCO's review of Latin American and Spanish communications and the World Bank's review of the impact of new communications technologies on development.

SOCIAL COMMUNICATIONS AND HEALTH PROMOTION EXPERIENCE

Currently Information, Education and Communications Officer at the BASICS Partnership for Child Survival. Direct the effort to identify and implement effective ways to institutionalize behavior change and communication planning in USAID's country programs for child survival in West Africa and Latin America. Supervise interdisciplinary planning teams and headquarters support for country programs and produce technical position and strategy documents on communication, behavior change, and health promotion activities for caretakers, health workers, communities, and health policy makers. For the last seven years, worked with the Pan American Health Organization as a consultant on behavior change, health promotion and social communications.

EMPLOYMENT EXPERIENCE

Manager of Strategic Planning, Bureau of Broadcasting, United States Information Agency, 1993-1995

- develop a strategic plan for U.S. Government international broadcasting
- prepare testimony for Congressional committees
- direct country and regional studies
- write position papers on technical issues involving international broadcasting

Research Analyst, Office of Research, United States Information Agency, 1989 - 1993

- direct studies of Latin American, European and African media ownership, markets, technologies, content and audiences

Consultant, Pan American Health Organization, Health Policies and Technology Division and Health Promotion Division October 1988-present

- design projects for communication use in health promotion in Latin America and the Caribbean including "De Corazon a Corazon" a regional initiative in cardiovascular health promotion and disease prevention
- write PAHO Handbook for social communications and health promotion

Consultant, World Bank, 1988, Washington D.C,

- Author, New Directions for Development in the Changing World Environment of Culture, Communications and Information (World Bank Document).

Consultant, UNESCO, 1987 -1988, Paris

- direct Latin American and Spanish sections of the World Communications Report

Director of study of communications policy in Latin America, Volkswagen Foundation of Germany, 1986-1987, Paris

Author 1984-1985, Paris

- Politics and the Mass Media in Latin America
- wrote articles for The Atlantic Monthly and professional journals

Director, Southern Cone Office and Social Sciences Division for Latin America, International Development Research Centre, IDRC: 1980- 1984, (Bogota, 1980-82, Buenos Aires, 1982-84)

- coordinate Latin American program in education, science and technology, population, urban development, economics, and communication

Information Sciences Division, IDRC 1975-1980, Bogota

- manage and develop projects for libraries, documentation systems, and specialized international information systems in Latin America and the Caribbean

Consultant to the Governments of Colombia and Venezuela 1973-1975

- prepare National Communication Policies

Journalist 1969-1970 Bogota, Colombia, International Section, *El Tiempo*

TEACHING AND CONSULTING

First UNESCO Chair in Communications, Autonomous University of Barcelona, 1990-91. *(I have been invited to hold this chair at the Javeriana University in Bogota, Colombia in 1997 in the field of health communication and promotion.)*

Teaching

CIESPAL (Latin American Center of Higher Education in Communication, Quito), Javeriana University, Universidad Tadeo Lozano, Universidad de Lima, CLACSO (Consejo Latinoamericano de Ciencias Sociales, MA program, Santo Domingo), Universidad Autonoma de Barcelona, Princeton University, The American University, and the University of Maryland.

Consultant in Communication and Information Policies

UNESCO, the World Bank, the Pan American Health Organization, the InterAmerican Foundation, and the Governments of Colombia and Venezuela.

OFFICES IN ORGANIZATIONS

- Vice President, International Association of Mass Communication Research
- President of the Colombian Association of Communication Research
- Vice-president of the Latin American Association of Communication Research
- Director, Equity Policy Center, EPOC (non-profit organizations for women's policy studies)
- Co-convener, section on communication policies, International Political Science Association IPSA

EDUCATION

Ph.D. School of International Service with specialization in international development and communications. The American University, 1990-93

MA Communications, Annenberg School of Communication, University of Pennsylvania, 1970-73

BA Journalism, Javeriana University, Colombia, 1969-71

Vassar College, Latin American Studies 1965-68

LANGUAGES

English, Spanish, and French

PUBLICATIONS

Books

From Tango to Telenovela: A History of Broadcasting in the Americas, London: John Libbey, 1997).

Making Health Communication Programmes Work in Latin America and the Caribbean: A Manual for Action, Health Promotion Program, Pan American Health Organization, Washington DC, December 1991. (Adaptation)

Voice of America Listening and Other Media Habits in Central America, Washington DC, United States Information Agency, January, 1993 (With Donna Vincent)

Días de Baile: El Fracaso de la Reforma de la Television en America Latina, Mexico: Felafacs, 1991.

Television y Democracia en America Latina, (with others) Lima: IPAL, 1989

Media and Politics in Latin America: the Struggle for Democracy, London: SAGE and Barcelona: G.Gili (Spanish), 1988.

TV y Comunidad: Cinco Falacias, Santiago: CENECA, 1986.

Comunicacion y Democracia en America Latina, (with others) Lima: DESCO, 1982.

Comunicacion Dominada: los Estados Unidos en los Medios de America Latina, (with Luis Ramiro Beltran), Mexico: Nueva Imagen, 1980.

Main Journal Articles and Chapters in Books:

"Media and Culture in Latin America," International Handbook of Media Research, J. Corner, P. Schlesinger, R. Silverstone, (Eds), London: Routledge, 1996.

"La investigacio mediatica a l'America Llatina completa un cicle," Analisis, 19, 1996, pp. 105-121.

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SARA TIFFT

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SUMMARY

- Fifteen increasingly responsible years of management in non-profit and commercial sectors
- Specialized expertise in using business strategies and marketing techniques to further developing country public health goals
- Demonstrated ability to launch, develop, and grow funded programs
- Extensive experience in project management and fund development
- Excellent written and verbal communication skills

EDUCATION

Yale University, School of Management. Masters in Business Administration, 1983. Emphasis in marketing and financial accounting.

Oberlin College. Bachelor of Arts in Sociology-Anthropology, 1977.

PROFESSIONAL EXPERIENCE

August 1994 – July 1999

**Country Director, The Futures Group International, SOMARC Project
Deloitte Touche Tohmatsu Emerging Markets Group
Kampala, Uganda**

Country Director for program to distribute, promote, and sell contraceptives through the commercial sector in Uganda as strategy for reducing HIV/AIDS/STD transmission and increasing the use of family planning products and services. Responsibilities and achievements:

- Designed, launched, and managed Uganda's first national distribution, sales, and advertising system for contraceptives.
- Oversaw 30%-180% increase in average annual sales volumes for different products.
- Directed project growth from 2-person to 30-person operation with \$3 million annual budget.

- Responsible for opening over 10,000 new private distribution outlets for products in four years.
- Contracted with and directed local and international subcontractors and consultants.
- Directed all aspects of introduction of Depo Provera injectable contraceptive as a social marketing product.
- Designed and directed test market project for over-the-counter distribution and sale of STD drug treatment kit.
- Raised \$2 million in new funding for project activities.
- Developed plan for establishing private institution to continue project activities with less funding.
- Served as a founding member of board of the Straight Talk Foundation, non-profit organization operating adolescent reproductive health communication and education programs throughout Uganda.

February 1990 - July 1994

Deputy Department Director, Program for Appropriate Technology in Health (PATH)

Seattle, Washington

- Directed international health and contraceptive loan fund supported by Ford, MacArthur and Hewlett Foundations.
- Increased loan fund assets from \$3 million to \$6 million in four years.
- Identified loan prospects, evaluated financial reports, designed loan financing packages, and prepared and presented loan approval documents for credit committee approval.
- Coordinated preparation of legal and financial documents for loan placement.
- Directed systems for monitoring loan payments and for negotiating revised payment terms.
- Established linkages with international development financing sources including the Inter-American Development Bank and the Africa Project Development Facility
- Provided project management and financing support to production and distribution projects in Ghana, Uganda, and Guatemala.

January 1988 - February 1990

Project Manager, The Futures Group International SOMARC Project

La Paz, Bolivia

- Directed introduction and national marketing of oral contraceptives and condoms in Bolivia.

October 1985 - June 1987

Senior Consultant, New Ventures, Inc.

New York, NY

- Provided management consulting services to non-profit organizations.

September 1984 - October 1985

Consultant, CW Partners Venture Capital

New York, NY

- Established system for identifying medical and health technology investment opportunities from university and medical school research centers.

July 1983 - August 1984

Research Analyst, The Port Authority of New York and New Jersey

New York, NY

- Performed assessment and developed plan for investment in New York-New Jersey biotechnology and medical technology sector as part of The Port Authority's economic development mission.

FOREIGN LANGUAGE: SPANISH

ANNEX C

**PALESTINIAN PRINT AND ELECTRONIC MEDIA
ORGANIZATIONS**

PALESTINIAN PRINT AND ELECTRONIC MEDIA ORGANIZATIONS

CITY	NEWSPAPERS	TV	RADIO	MAGAZINES	MEDIA INSTITUTES
Jerusalem	Al-Quds The Youth Times Jerusalem Times			Al-Bayader Kareem Magazine for Children Al-Manar Palestine Business Report Palestine-Israel Journal	Jerusalem Media and Communications Center (JMCC) Internews Middle East Al-Haiar for News and Publication Maraia—Al-Quds for TV and Cinema Production Middle East Press
Ramallah	Al-Ayyam Al-Hayat Al- Jadida	Al-Watan Al-Quds Ed- ucational An-Nasr	Al-Manara (100.4) Sawt Al-Hub Was-Salam (94.2) Amwaj (91.5) Voice of Palestine	Kan'an Sowt An-Nisa'	Al-Balad Institute for Journalism Cinema Production Center Lina Television Production Al-Qala' for Journalism, Media and Documentation Ramallah Press Office
Nablus		Gama Nablus Al-Jala' Asia Afaq Sanabel Atlas Pace Qasr An- Neel Salfeet	Tareeq Al- Mahabba (99.7 and 108) Quaran (~102)		
Bethlehem		Ru'a Mahd Bethlehem	Bethlehem 2000 (93.7)		Bethlehem Media Office
Hebron		Al-Amal Al-Majd Mustaqbal Khalil			
Qalqilya		Qalqilya Baladna	Nagham		
Tulkarem		As-Salam AlpFajr Al- Jadid Al-Bilad Central			
Jenin		Central Farrah	Ahlam		Gaffra Press Service Beder Press Service

CITY	NEWSPAPERS	TV	RADIO	MAGAZINES	MEDIA INSTITUTES
Gaza	Al-Risalah Al-Esteqlala	Palestine Palestine (satellite)	Voice of Palestine	Al-Watan	Mayadeen Media and TV Production Taher Shriteh Press Office

Data compiled from JMCC and PASSIA DIARY.

ANNEX D
JORDAN AUDIENCE DATA

JORDAN AUDIENCE DATA

PRIME LISTENING/VIEWING TIME AND AUDIENCE PREFERENCES IN JORDAN

Data from a survey of Jordanian media use and audience preferences were used as a proxy for the West Bank audience. Relevant conclusions are summarized below.⁹

- Jordanian television is the principal source of information about events and problems in Jordan (34 percent), followed by Jordanian newspapers and magazines (26 percent) and Jordanian radio (23 percent).
- More than half of the respondents are very interested in receiving health advice (57 percent) and programs about family life (54 percent) from the media. Over one third (38 percent) are very interested in women's issues.
- Radio listening is highest between 7 a.m. and noon. Television viewing is highest between 7 p.m. and midnight.

⁹ Source: Unpublished data from USIA/Voice of America Office of Research from poll taken in Jordan, February 2000. n=1,000: 501 males, 499 females, 764 urban, 236 rural. Undated.

ANNEX E

ADDITIONAL RESEARCH ORGANIZATIONS

ADDITIONAL RESEARCH ORGANIZATIONS

Al-Mashriq for Research and Studies (MRS)

Director: Fawaz Aboushi

Al-Tireh Street

P.O. Box 543

Ramallah

Tel: 02-295-5393/61594

Email: mrs@palnet.com

www.mmis.org

Management Consulting Services (MCS)

Director: Walid Naijjab

P.O. Box 3715, Al-Bireh

P.O. Box 19965, Jerusalem

Tel: 02-295-4001/9141

Email: mcs@mcs-palestine.com

www.mcs-palestine.com

ANNEX F

ILLUSTRATIVE COST PARAMETERS

ILLUSTRATIVE COST PARAMETERS

The following are illustrative of some of the costs of components of BCC activities. They are not verified or evaluated.

Research Costs

- JMCC survey, includes sampling frame, coding, basic crosstabulations: \$400 per question for a representative sample
- Al Massar hourly rates for marketing professionals: \$100–500 per day

Media Placement Costs

- Palestine Broadcasting Corporation: \$220–330 for one 30–second television spot (charges are higher if client is foreign or Israeli)
- Voice of Palestine Radio: \$1 per second
- Local television, West Bank, all stations: \$8–20 per 30–second spot
- Local radio, West Bank, all stations: \$4–15 per 30–second spot from one source, \$15–20 per 30–second spot from a second source
- Satellite television from Qatar: \$2,000–3,000 per 30–second spot
- Print advertising Al-Quds daily: 1,200 new Israeli shekels (NIS) for a single advertisement (color, ¼ page, inside)¹⁰
- Billboards, 2 x 6 meters, fewer than 20 billboards: \$650/month plus 17 percent value added tax (rental cost only)

Video Production

- Sky Advertising, one 30–second spot: \$10,000–12,000 for all aspects of producing the spot

¹⁰ US \$1 = approximately 4 NIS as of March 2000.

ANNEX G

SCOPE OF WORK TO DEVELOP MECHANISMS TO IDENTIFY, DISTRIBUTE, ADOPT, AND PRODUCE ENTERTAINMENT PROGRAMMING FOR HEALTH AND NUTRITION FOR THE WEST BANK AND GAZA

SCOPE OF WORK TO DEVELOP MECHANISMS TO IDENTIFY, DISTRIBUTE, ADOPT, AND PRODUCE ENTERTAINMENT PROGRAMMING FOR HEALTH AND NUTRITION FOR THE WEST BANK AND GAZA

The lively and complex media environment in the West Bank and Gaza offers a unique opportunity to develop and distribute health-related programming on the electronic media. The 27 local television stations and 7 local radio stations are important sources of news and entertainment for the population of the region. The content of these stations, however, is mainly limited to pirated programming from satellite channels or low-cost talk shows. Most stations have shown an interest in broadcasting other types of programming when available, however, and some have worked with local NGOs and women's groups to produce and broadcast programming on social issues. Despite these experiences, the general perception among NGOs is that television is expensive and difficult to produce. This important means of communication and long-term cultural and normative change around key reproductive health, nutrition, and lifestyles issues, therefore, is underused.

The purpose of this activity would be for the Behavior Change Innovation/State-of-the-Art Activity (CHANGE) to work with the two leading communication institutes in the West Bank and Gaza to develop innovative approaches to increasing the availability of entertaining programming on health for the target audience of the EHP. A related objective would be to increase the capacity of local media and production organizations to distribute and produce entertaining programs on social issues in a variety of formats.

Possible results under this program are:

- Development of a distribution system to identify and make available existing radio and television programming on health issues that has been produced for Arab audiences in Jordan, Egypt, and other countries. This could be accomplished through a web site that identified programming and sources and distribution mechanisms.
- Development of a system to adapt health programming from other languages and cultures to the West Bank and Gaza context, through research for adaptation and translations for dubbing and subtitling television programs and translation and adapting radio scripts.
- Development of new programming for the West Bank and Gaza using entertainment format to carry health and behavior change messages in coordination with the larger objectives of the EHP.
- Identification of possible ways to work with possible pan-Arab satellite channels to produce and distribute health-related programming in different formats.

- Training of local journalists and radio and television producers to develop new formats of programming for health, including radio and television soap operas.

In addition to bringing in experiences from other countries, including Jordan, Egypt, and South Africa, CHANGE would work with two local partners to increase research, training, and production capacity in the West Bank and Gaza and develop the local media. CHANGE would work in close collaboration with the contractor awarded the EHP activity on the content areas. Field support from USAID in the West Bank and Gaza of approximately \$250,000 a year over three years, along with core support from the Global Bureau, would allow CHANGE to achieve the results described above. CHANGE will work with its local partners and donors to raise additional funding for these activities.

WEST BANK AND GAZA MEDIA INSTITUTIONS

The Institute of Modern Media at Al-Quds University and the Media Institute at Bir Zeit University are the leading media training and development institutions in the West Bank and Gaza. Both institutes have their own media outlets—the Al-Quds Educational Television and the Bir Zeit radio station and newspaper.

The Al-Quds Educational Television Station (AETV)

AETV is the training and community relations wing of the Institute of Modern Media of the Al-Quds University. In addition to a core professional staff, interns and students carry out the day-to-day work in the television station. AETV has been on the air since 1996 and now reaches from Hebron to Nablus. It broadcasts 8 hours a day of regular programming and 3 hours of light programming—mainly taken from the satellite channels. It has a small production center financed under a core grant from the Ford Foundation. AETV, along with the Children’s Television Workshop and an Israeli station, collaborated on a Middle Eastern version of Sesame Street.

AETV’s focus is on children’s programs as well as educational programs in literacy, health care, social attitudes, the environment, and consumer awareness. The station provides free air time to Palestinian NGOs and institutions of higher education. AETV is a founding member of the Federation of Private Television Stations in Palestine. It gives special attention to local production and helps raise the level of Palestinian productions both in format and technical capabilities. UNICEF has supported several of Al-Quds programs with children and women. The station also has a relationship with the second television station in Jordan.

The Media Institute at Bir Zeit University

The Media Institute at Bir Zeit University operates its own local radio station and edits a monthly newspaper. The Institute produces short-term training to local journalists on specific issues and techniques. Its programs include:

- **Training of journalists:** A Media Resource Unit, set up and financed by USAID through USIA, provides short-term training for working journalists on basic journalist skills and specific subject areas, such as investigative reporting and computer-based reporting. It has received funding from the Swedish International Development Agency for training journalists for advocacy for children's issues.
- **Radio training:** This is a one-year training program for working journalists in radio. Areas include drama, producing children's programming while working directly with children, and working with NGOs to increase public access of women's NGOs to radio.
- **Print journalism:** Provides short- and long-term courses. Students produce a monthly newspaper that is distributed as an insert in Palestinian newspapers with a distribution of 15,000. Journalists are used to teach independent investigative reporting and other techniques; it is operated by the students.
- **Music, recording, and sound engineering:** There are studios for the production of radio, music, and drama.
- **Bachelor's degree program in communications:** The program has had 120 students and has graduated 3 classes. It works closely with the University of Missouri Journalism School and has been supported by USAID-USIA.

ANNEX H

SCOPE OF WORK

SURVEY OF MEDIA USE, PREFERENCE, CREDIBILITY, AND MAIN SOURCES OF INFORMATION FOR HEALTH AND NUTRITION: TECHNICAL SPECIFICATIONS

SCOPE OF WORK

SURVEY OF MEDIA USE, PREFERENCE, CREDIBILITY, AND MAIN SOURCES OF INFORMATION FOR HEALTH AND NUTRITION: TECHNICAL SPECIFICATIONS

JERUSALEM MEDIA AND COMMUNICATION CENTRE (JMCC)

Contact: Jamil Rabal, head, polling unit

Nablus Road 7 P.O. Box 25047

East Jerusalem 97300 972 581 9777

Jamil@jmcc.org

Director of JMCC, Ghassan Khatib (same address)

SOLE SOURCE JUSTIFICATION

JMCC, a nonprofit organization, is unique because of its experience, credibility as an objective source of information, existing data available from previous surveys, and existing trained survey research staff.

JMCC was the first organization to carry out regular public opinion polls in the West Bank and Gaza. It has more than 10 years experience and data on public opinion and media use. JMCC works with a wide range of institutions, including foreign newspapers and wire services, United Nations organizations, NGOs, and private companies. It is perceived as a reliable, independent source of information and analysis. The public opinion polling unit uses the most up-to-date survey research methodology and techniques and consists of about 130 trained and experienced field workers and poll analysts, about 70 percent of whom are women.

SCOPE OF WORK

JMCC will conduct a survey of media use, preference, credibility, and main sources of information among Palestinians aged 12 and over in the West Bank and Gaza. The survey will be based on a representative random sample of the populations in the two areas. The sample will have a margin of error of not more than 4 percent and will be representative by age, gender, education, religion, and location (urban-rural)—approximately 1,200 respondents. The survey will be able to measure approximate viewing and listening rates and times (by hour blocks on a 24-hour clock) for the main private radio and television stations as well as the main cable television channels, newspapers, and main sources of interpersonal information. The survey will identify the main sources of information on health and nutrition and their credibility among different populations by age, gender, education, religion, and location.

This survey should include specific questions to determine whether or not West Bank–Gaza residents have seen or heard any of the birth spacing, postpartum care, and other USAID–funded health communications programming from Jordan and/or Egypt.

The survey should attempt to determine what influence, if any, these broadcasts from Jordan/Egypt may have had on West Bank–Gaza residents.

The final report also will contain a list of the main media outlets.

JMCC will

1. Conduct up to three focus groups to develop the questionnaire on the issues identified above.
2. Develop a questionnaire containing the standard media questions in addition to demographics and additional questions on media use related to health and nutrition.
3. Deliver the questionnaire and the sampling framework to USAID for approval and modification.
4. Field the questionnaire and collect, clean, and analyze the data.
5. Deliver the marginals on the data set to USAID within 10 days of completing fieldwork. Deliver the crosstabulations of the data by age, gender, education, religion, and location and the analysis within 20 days of completing fieldwork. Deliver a final report containing the analysis of the survey and a list of main media outlets within 1 month of completing fieldwork. The final report will contain a comparison of the results of the survey with any relevant data JMCC has collected from other surveys it has carried out or from other available sources (Palestine Central Bureau of Statistics).

APPROXIMATE COST

JMCC charges between US \$400–500 per question. JMCC does not charge for the basic battery of questions on demographics. This includes the development of the questionnaire with the focus groups, fielding of the survey, and marginals. It charges additional time for the analysis of the crosstabulations by the demographics or other variables at a rate of about \$4,000 a month.

JMCC includes about 30 standard media questions in its survey. The present survey would include additional 50–60 closed-ended questions in order to collect information on specific sources of information for health and nutrition, audiences for local media outlets, and media habit among adolescents and other groups of special interest to USAID.

Total cost of the completed survey with analysis: \$32,000–40,000. Cost will be negotiated on the basis of the length of the questionnaire.